

Signals of Change

Facilitated by:

Wayne Gerber
Vantage HR Services, Inc



Topics

- Valuing resistance
- Bridge's Neutral Zone Model
- Maurer's Cycles of Change Model

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"Transition is like a low pressure area on the organizational weather map. It attracts all the storms and conflicts in the area, past and present."

William Bridges
Managing Transitions

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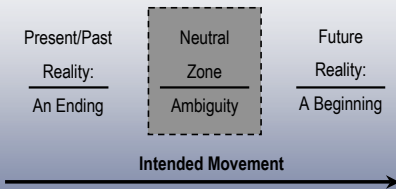
"According to the charts, it should be all clear sailing after this."

What Do "Waves" Tell Us?

#1: Change
Requires
Strength



Answer #2: You Are In The Neutral Zone (Organizational Level)



Adapted from: William Bridges, *Managing Transitions*

Important Issues...

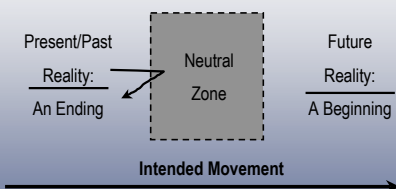


The Key Questions

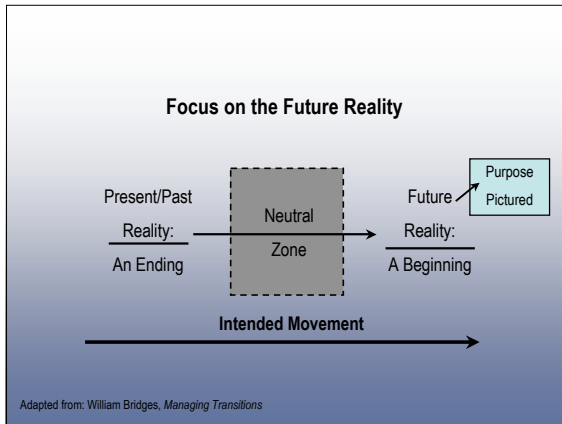
1. What is changing?
2. What will actually be different because of the change?
3. Who's going to lose what?

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Intended Movements Often Stall



Adapted from: William Bridges, *Managing Transitions*

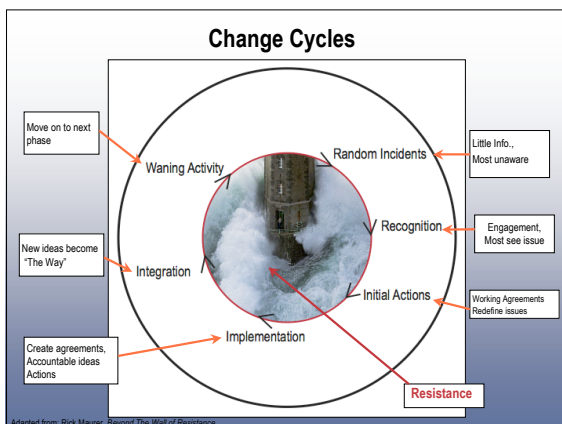


Answer # 3 (What do the Waves tell us?)

The biggest single reason for failed change initiatives:

Lack of employee involvement in the early stages!

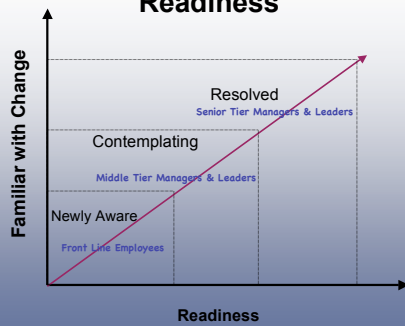
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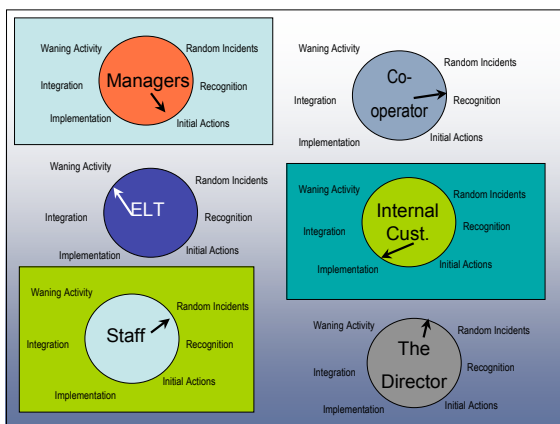


USGS Stakeholders

- The White House
- Congress
- Secretary of Interior
- DOI
- The Director
- ELT
- Other executives and managers
- Co-operators
- External suppliers
- Peers in dept.
- Other peers
- Staff
- Internal customers
- Internal suppliers

Typical Organizational Change Readiness





Resistance Level 1: The Obvious

The Challenges:

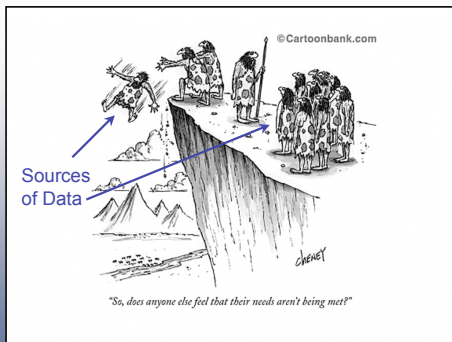
- The idea itself
- Unclear goals
- Believe in status quo
- Impact not clear
- Have other ideas
- Timing wrong

Possible Solutions:

- Demonstrate advantages
- Create linkages to status quo
- State simply
- Test case opportunities
- Observable/measurable results



Source: Rick Maurer, *Beyond The Wall of Resistance*



Resistance Level 2: Not so visible other forces

The Challenges:

- General distrust of management
- Bureaucratic culture
- System of punishments/rewards
- Fear of loss (\$, respect, career path, job, etc.)

Possible Solutions:

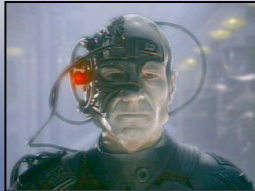
- Allow people to influence change process
- Listen to concerns
- Protection = Value
- Engagement at personal level



Source: Rick Maurer, *Beyond The Wall of Resistance*

“Resistance is Futile, You will be Assimilated!”

The Borg, *Star Trek*



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Resistance Level 3: Deeply Embedded, Big Issues

The Challenges:

- No hope
- “I/We” have lost
- “They” are the enemy
- Historic distrust
- Conflicting values/vision

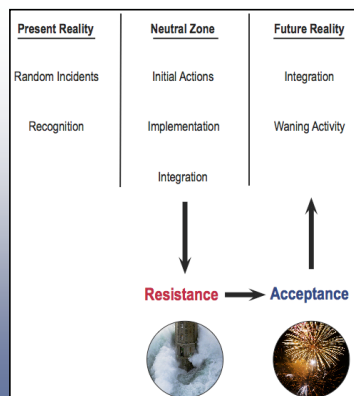
Possible Solutions:

- “Change of Heart”
- Emotional Intelligence
- Dialogue
- Find “Truth” from all POV



Source: Rick Maurer, *Beyond The Wall of Resistance*

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Learning Points:

- Navigate the “Neutral Zone”, focus on Purpose
- Resistance holds valuable data
- Respect and embrace the resisters
- Different stakeholders can be in different stages of the cycle
- Prepare employees for change

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